

## ***GPRA Annual Performance Plan and Report***

**Table B-3**

General Goals	Performance Indicators Measure	2003		2004		2005	2006	
		Target	Actual	Target	Actual	Target	Target	
<b>PRIMARY OUTCOME GOALS</b>								
Human capacity building	Job Creation: Number of jobs per \$1,000,000 invested.	F	28	18.6	28	48	28	28
		I	28	19	28	95	28	28
	Job Complexity: Managerial or Professional jobs as Average proportion of total jobs created per project	F	50%	33%	50%	58%	50%	50%
		I	50%		50%	29%	50%	50%
	Training: Average per project percentage of staff that will receive formal training	F	50%	i	50%	76%	50%	50%
		I	50%		50%	58%	50%	50%
Private sector development	Local Project Ownership: Average percentage of local private ownership of project	F	30%	15.5%	30%	23%	30%	30%
		I	30%		30%	16%	30%	30%
	Host country small and medium enterprises (SME) development: % of Projects with over 15% SME local Ownership.	F	15%	i	15%	26.1%	15%	15%
		I	15%		15%	14.5% <sup>ii</sup>	15%	15%
Leveraging of foreign direct investment into the developing world	Mobilization of the maximum amount of capital into a host country per dollar of OPIC support. (Increased levels of Small Business support may impact this goal.): The ratio of non-OPIC contribution to total project cost.	F	>40%	i	>40%	45%	>40%	>40%
		I	>40%		>40%	n/a	>40%	>40%
<b>SECONDARY GOALS</b>								
Social effects	Promote equal opportunity policies, encourage corporate social responsibility initiatives, and preserve the environment	F	15/30	i	15/30	25/41	15	15
		I	15/30		15/30	27/41 <sup>iii</sup>	15	15
Development Infrastructure Improvements	Contribute to the improvement of the physical, financial, and social infrastructure of the developing world	F	9/15	i	9/15	1.8/3.0	9	9
		I	9/15		9/15	1.7/3.0 <sup>iii</sup>	9	9
Macroeconomic and Institutional Effects	Matrix Score: Promote investments in less developed countries and generate host country government revenues	F	9/15	i	9/15	5/12	9	9
		I	9/15		9/15	4/12 <sup>iii</sup>	9	9

General Goals	Performance Indicators Measure	2003		2004		2005	2006
		Target	Actual	Target	Actual	Target	Target
Technology & Knowledge Transfer	Matrix Score: Encourage the transfer of technology and know-how to the developing world.	F 9 I 9	i	9 9	5 3	9 9	9 9
Mitigate risk through sound portfolio management practices, and by encouraging good corporate citizenship.	Maximum variance of actual from projected risk.	F <5% I <5%	iv	<5% <5%	ii	<5% ii <5% ii	<5% <5%
	Number of on-going OPIC projects monitored for compliance with OPIC's U.S. effects, environmental, and worker rights standards. All active projects will be self-monitored each year, and all sensitive projects will be site monitored by 3rd year of operation. Due diligence will occur before project approval for environmentally sensitive projects.		Yes		Yes	Yes	Yes
	Number of monitored on-going projects that meet OPIC's U.S. effects, environmental, and worker rights standards.	100%		100%	100%	100%	100%
Additionality	Evaluate new projects to ensure that they would not have gone forward but for OPIC's participation. Develop methodology in FY 2003; Establish baseline in FY 2004; Improve baseline score by 10% in FY 2005.	n.a.	n.a.	Method and baseline est'd	99.2%	100%	100%
Small U.S. Business: Ensure that OPIC support is provided to small U.S. businesses.	Number of small business projects resulting from the SBC. Complete 60 SBC Finance Deals and 60 SBC insurance contracts in FY 2005. Total: 120 SBC deals.	n.a.	n.a.		F 58 I 54*	60 60	
	Efficiency: Reduce SBC small business cycle time	F 105 I	77 days	95	99 47	75 days <sup>u</sup>	
Operate in a self sustaining, businesslike manner.	Operating revenue is equal to or greater than operating expenses.		Yes		Yes	Yes	Yes
	Number of executed loan agreements and insurance contracts that occur as a result of Moscow Office.	n.a.	n.a.		vii	10 loans or insurance contracts	

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- <sup>i</sup> Indicator was implemented beginning with projects implemented after July 1, 2003. Not enough data exists to produce statistically significant data for FY 2003 results.
  - <sup>ii</sup> 26.1% of finance projects have over 15% SME local ownership. 4.3% of finance projects have 1%-15% SME local ownership; 14.5% of insurance projects have over 15% SME local ownership. 3.6% of Insurance projects have 1%-15% SME local ownership.
  - <sup>iii</sup> The denominator on this measure was changed in the revised development matrix supporting the PART and GPRA measures.
  - <sup>iv</sup> In late FY 2003 OPIC began planning and implementation of a new loan origination system, which will enable robust risk measures. Prior data quality does not support the measure as proposed in the strategic plan. OPIC will revise the measure to make use of the new loan origination system in the next strategic plan.
  - <sup>v</sup> 7 transactions had both finance and insurance elements. Some projects may involve more than one transaction. On a project basis, SBC completed 61 projects in total.
  - <sup>vi</sup> This target was revised in the most recent PART.
  - <sup>vii</sup> Due to logistical issues, the Moscow office began operations at the beginning of FY 2004 and as a result has had insufficient time to report any results.